

GRC (formerly LeRC) Workforce Diversity Action Plan – An Imperative for Change

Purpose

To provide the necessary vehicle and agenda for Glenn (formerly Lewis) to realize its Vision of being a **Model Workplace**.

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Preface

It is my pleasure to transmit to you this final draft of Glenn's (formerly Lewis) **Workforce Diversity Action Plan --- An Imperative For Change**. This Action Plan represents a milestone in Glenn's (formerly Lewis) Diversity planning. The Action Plan offers a set of strategies and practices designed to

- Make dramatic changes in the way diversity is addressed and managed at Glenn (formerly Lewis)
- Create a strong sense of ownership and responsibility for outcomes at all levels of the Laboratory

The plan not only embraces **diversity**, but also stresses **quality, openness, and integrity** as Key Values in moving the Center towards becoming a **Model Workplace**.

This plan does not offer a quick fix; it focuses on long-term processes involving cultural change, Total Quality, and participation. At the heart of participation is the belief that if we value differences, we have to learn to listen to voices different from our own. This requires that a new type of **leadership** be cultivated throughout the Laboratory.

This plan offers opportunities for each of us to define this **New Leadership** within a diversity context geared to

- A common purpose
- Ownership and responsibility at all levels

Therefore, this plan emphasizes empowerment predicated on the belief that managers and employees know best how to

- Integrate diversity as a Key Value within the workplace
- Organize
- Reduce costs
- Serve internal and external customers
- Get it right the first time

Our challenge is to provide the blueprint or guide map for ensuring institutional alignment --- horizontally, vertically, and diagonally throughout the Laboratory; this includes strategic linkages with the Agency as well. This Plan has been written from such a vantage point. We must focus on the most important tasks to be accomplished, if our potential is to be realized, and if we are to survive.

I am proud that the ideas and directions contained in this plan represent the best of **your** collective input, wisdom, and judgement as Executive/Quality Council.

Phillip R. Walker, Ph.D.
Consultant, Workforce Diversity
Office of The Director

Workforce Diversity Action Plan

--- An Imperative For Change

Signature Page
ORIGINAL SIGNED 11/15/94

Each of the undersigned embraces diversity as a Key Value at Glenn (formerly Lewis) Research Center and are fully committed to making Glenn's (formerly Lewis) Vision of being a Model Workplace a reality, and accomplishing the Strategic Goals and directions outlined in this plan.

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Background

The **Workforce Diversity Action Plan --- An Imperative For Change** represents the culmination of a planning process that began fourteen months ago. The journey that we embarked upon emphasized dialogue, discussion and consensus building. You will recall that this process has posed challenging questions relative to where we stand personally and organizationally in the diversity arena. We adopted a change model as our guide for this journey from which two data reference points were established -- **Present State and Goal State**. As we focused more on our Goal State, the inextricable connection between **TQ and diversity** emerged. As a consequence, we redefined our Goal State (Vision), thereby, establishing the **strategic link** between TQ and diversity. To reflect this strategic link, a revised change model was presented to the Quality Council on August 18, 1994. At this time, the council also provided additional inputs for inclusion into our Goal State. The outcome of this process will allow us to manage diversity in the mainstream of our operations rather than at the edges. The diversity of our customers, both internally and externally, demands that diversity be at the center of things --- not on the side. Based on today's definition of survival, we truly have an imperative for change. Our strength as we move forward will be our diversity.

GRC (formerly LeRC) Workplace Diversity Action Plan – an Imperative for Change

An Imperative for Change

- **Emerging Demographic Changes**
- **NASA Mandate**
- **Cost of Discrimination Litigation**
- **Underutilization of talent**
- **The Critical Link between Effective Diversity Management and TQ**

GRC (formerly LeRC) Vision

Glenn (formerly Lewis) Research Center is the best in the world in Aeropropulsion and selected Space Applications. We are recognized by our internal and external customers, our state and local community, aerospace industry, universities and other beneficiaries of our technology for the excellence of our culturally-diverse workforce, staff and management, our contributions to national needs and the value we add in all our interactions.

GRC (formerly LeRC) Mission (To be revised)

(Extracted and condensed from Strategic Plan for the 1990's)

Satisfy national needs through research, technology development, and systems development for aeronautical and space applications. Product research and technology advances as NASA's designated Center of Excellence in the areas of

- Aeronautical propulsion
- Space power
- Space communications
- Space nuclear
- Propulsion systems
- Space electric propulsion systems

Provide extended programmatic leadership, from research and technology to system development. Form partnerships with participating centers and others having the expertise needed to contribute to the specific endeavor.

As NASA's designated Center of Excellence in the space science program, function as "principal investigator," including experiment design, development, and operation, and publication of results, in the microgravity science disciplines of

- Combustion science
- Fluid physics
- Materials science

Deliver intermediate – and large-class expendable launch vehicle services for assigned missions.

GRC (formerly LeRC) Goals

In order for Glenn (formerly Lewis) Research Center's to realize its vision as a world-class organization and model workplace, the following strategic goals will be accomplished:

Goal 1: Quality of Information (QI) that provides ---

- Accurate, timely, and consistent information to clearly demonstrate Glenn's (formerly Lewis) positive impact on the quality of life of individuals (taxpayers); information that validates Glenn (formerly Lewis) as a *model workplace*; information that impacts national and community agendas, ie., technology commercialization, jobs, education, and research
- Free generation and exchange of information throughout the organization, including an organizational structure tuned to effective communication flow

Goal 2: Quality of Systems (QS) that provide ---

- Equal access to opportunities, where no one is advantaged or disadvantaged based on irrelevant factors
- Involvement of the workforce, including metrics for validating effectiveness
- Minimal levels for efficiently accomplishing defined purposes, developed by the workforce, especially those closest to needs and specific requirements
- Support for a culturally diverse and Total Quality environment or *model workplace*
- Team and individual recognition and awards
- High speed computing/communicating, sound fiscal management, including a quality infrastructure (people and facilities), technology transfer and quality Management Information system/Human Resources (MIS/HR)
- A clear understanding of performance standards and criteria
- Rewards and recognition for *all* people at GRC (formerly LeRC) contributing to Center goals, administered fairly relative to individual

and team achievements

Goal 3: Quality of Products/Services (QPS) that provide ---

- Customer satisfaction, both internally and externally, with quality services for staff to facilitate their creativity and growth
- Teams to reflect diversity at the Center
- Short-term, quantifiable impact with a protected core of longer term research
- Educational outreach
- Positive image and impact for the nation

Goal 4: Quality of Organization (QO) that provides ---

- Working conditions to energize and motivate *everyone*, free of racism, sexism, and other-isms that divide and denigrate groups and individuals
- A culturally representative workforce
- A *win-win* environment where issues are addressed and resolved in an open, honest, trusting, and timely manner
- Employee/organizational alignment with the Center's goals
- A workplace where people believe Glenn (formerly Lewis) is a good place to work---a workplace of choice
- Conditions where *every* person enjoys personal fulfillment in his/her career

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- B. **New Executive Leadership (Module 1):** A three-day dialogue will be tailored to the Executive/Quality Council and led by the Center Director. Glenn's (formerly Lewis) Diversity Consultant will assist with facilitation. The first one and half days will be devoted to **NASA's Multicultural Leadership Program:**

NASA's MULTICULTURAL LEADERSHIP PROGRAM (MCLP)

DAY 1

TIME		DESCRIPTION
8:30	I.	INTRODUCTIONS PHILOSOPHY, OBJECTIVES, AGENDA ESTABLISH CLASS NORMS FILM: THE PERCEPTUAL PROCESS "ZEA"
9:55		BREAK
10:10	II.	EFFECTS OF UNCONSCIOUS PREJUDICE DEALING WITH OFFENSIVE REMARKS BENEFITS OF CULTURAL DIVERSITY
12:00		LUNCH
1:00	III.	STRUCTURING FOR EMPOWERMENT INTRODUCTION TO A MULTICULTURAL ORGANIZATION STAGES OF MULTICULTURAL ORGANIZATIONAL

DEVELOPMENT
ORGANIZATIONAL STRUCTURE - org. chart

NASA's MULTICULTURAL LEADERSHIP PROGRAM (MCLP)

DAY 1 (Cont'd)

IV. SHARING POWER

2:30

BREAK

2:45

CROSS CULTURAL SIMULATION: BAFA BAFA

4:20

INTRODUCTION TO SELF-DEVELOPMENT PLAN

4:30

ADJOURN

DAY 2

TIME

DESCRIPTION

8:30

V. OPENING ACTIVITY

ORGANIZATIONAL CULTURE

VI. CROSS CULTURAL COMMUNICATION

10:00	BREAK
10:15	SELF-DEVELOPMENT
11:00	NEXT STEP - dialogue
12:00	ADJOURN

The remaining one and half days will address the following possible issues:

- Who are we here to serve? Who should decide on the nature of the service or product as it relates to **diversity & quality**?
- How do we create ownership, responsibility, and accountability throughout the organization concerning the Executive/Quality Council's vision statement (**Goal State**)?
- What are the **critical success factors** and how do we best manage them?
- How do we avoid cosmetic changes, such as, treating symptoms without reforming ownership, disempowerment, and systemic problems?
- How do we build commitment and not evoke compliance in attempting to move the organization toward the **Goal State**, toward the desired culture?
- How do we emphasize GRC's (formerly LeRC) **key values**, especially **diversity**, as we move towards the **Goal State** or model workplace?
- How do we best involve middle managers in the redesign process?
- How can we best assist middle managers in adding real value to their organization from the perspective of building a spirit of community and moving towards a model workplace?
- How do we involve contractors as partners in moving toward a **model workplace**?

- Who is being empowered? How much authority or power should we redistribute and to whom? How wide? How deep? How much?

- C. **Directorate Orientation:** Each Director of, including the Deputy Director, will hold at least an 1 1/2 hr. pre-launch meeting with their directorate. This orientation will set the tone and provide a "heads up" on the New Leadership Program. The Deputy Director will help to maintain consistency and uniformity across all directorates.
- D. **New Leadership for Division Managers (Module 2):** This three-day dialogue and planning session is geared to Division Chiefs/Deputies (or direct reports for each Director of). These sessions will be conducted by the Directors of with a trained process consultant. The first one and a half days will focus on **NASA's Multicultural Leadership Program**. The remaining one and a half days will address new leadership requirements (See topics listed under Section I-A).

- E. **New Leadership for Branch Chiefs/First-Line Managers (Module 3):** This three-day dialogue will be conducted by Division Chiefs for Branch Chiefs and anyone else comprising first-line management. The first one and a half days will focus on **NASA's Multicultural Leadership Program**. The remaining one and a half days will address topics listed under Section I-A of this document.

II. **Empowerment/Accountability:** The choice for empowerment and accountability is at the heart of building a model workplace. It helps form the social contract essential to ownership and responsibility at every level of our organization in bringing about a model workplace. *The choice we offer employees is what creates accountability.* At the same time, a system of accountability must be agreed to as part of the dialogue to take place. We must empower Glenn's (formerly Lewis) employees and make them accountable for creating the type of community that will allow them to reach their full potential. This will require---

- **Strategic Planning/Institutional Alignment**
- **Redistributing power (authority)**

- A. Strategic Planning/Institutional Alignment: Similar to the Executive/Quality Council's establishment of a common Vision, Mission, targeted Strategic Goals, and underlying Value, each directorate will undergo a similar process with trained consultants (See Section III.) The output will be linked to the overarching institutional Vision and Mission. Each directorate will define its own Strategic Goals with metrics, utilizing the same set of institutional Strategic Goals (Quality of Information, Systems, Products and Services, and Organization) as parameters. This will be done at all levels---Directorate, Division, Branch, and Group. The **objective** is to deploy **TQ** on an integrated basis with **Diversity** as a **Key Value** throughout Glenn (formerly Lewis). Diversity and the other underlying institutional **Values** (Quality, Openness, and Integrity) will

serve as guideposts for this process.

The top hierarchical structure of **Goal State (Vision), Mission, and Values** drive the entire process at all levels with corresponding link pins. This phase will define the necessary foundation for implementing **Continuous Improvement Processes**. The process will emphasize **dialogue** rather than discussion and debate. Through the use of **dialogue**, we can diffuse most of the win-lose positions that people occupy.

B. Redistributing power (authority): (DELAYED UNTIL JAN. 1995) This section is partly contingent upon the type of reorganization chosen to best support our **Vision (Goal State)**, including our **Mission, Strategic Goals**, and underlying **Key Values**. Any Reorganization will affect the redistribution of power or authority. This must be done carefully from the perspective of moving towards a Model **Workplace**.

Empowerment of workers must be the bottom line in any type of reorganization in order to best reflect the **Vision or Goal State** in moving towards a model workplace. While accountability will be placed at the employee level, ultimately all managers must be held accountable. Therefore, an accountability system will be created as a prerequisite to roll-out. A possible issue consists of whether or not Glenn (formerly Lewis) wants to create a temporary organizational overlay without changing the basic organizational structure. If this occurs, the workforce might perceive *empowerment* as some type of *ad hoc* variation or *flavor-of-the-month* program.

Required Strategic Planning/Dialogue: **Empowering for Total Quality (Module 4)** This three-day dialogue will be conducted by Branch Chiefs for all employees. The first 1 1/2 days will be dedicated to a condensed version of **NASA's Multicultural Leadership Program**. The remaining 1 1/2 days will be spent in strategic planning and addressing continuous improvement needs. The use of trained process consultants will ensure the following:

- Use of Glenn's (formerly Lewis) Key Values as guide posts for this process
- Integration **diversity** and **TQ**
- **Full** participation by everyone
- A plan that is **aligned** institutionally
- Identification of needed **follow-up**
- Establishment of **Continuous Improvement Processes** across the Laboratory

A new responsibility and role for Branch Chiefs/Deputies will consist of making empowerment work at the employee level. Trained **process consultants** will be used to support management in this endeavor. Topics such as authority, responsibility, and accountability will be addressed. This dialogue will take place only after reorganization, i.e., AGILE TEAMS or some other variation, etc. has been completed. Coordination and integration are critical relative to these change processes. The **output** from this process will consist of a **common Vision, Mission, and Strategic Goals** at the employee level. Additionally, there will be a consensus on the meaning of employee empowerment in the context of authority, responsibility and accountability. This module will serve as an initial starting point for employee involvement and establishing Continuous Improvements. **Module 4** merely provides a "jump start" for Continuous Improvement Processes across the entire Laboratory. **NOTE:** Contractors will participate in the first 1 1/2 days (Multicultural Leadership - MCEP) only. This will allow for the necessary partnership and teaming to take place between contractors and civil servants.

III. Process Consultant Selection and Training: While dialogue cannot be forced, it can be nurtured. Conditions can be created under which it can occur. Towards this end, a cadre of internal process consultants will be developed to assist in overall dialogue. This is based on a team or organization being able to develop faster with a process consultant who is trained in reflection and inquiry skills, and dialogue facilitation. Team members often unknowingly collude to misrepresent reality to each other, and cover up the ways in which they do so. With a process consultant, these undiscussable behaviors or issues can be addressed. It is important to note that a member of a team or organization, no matter how skilled, is not the best consultant. Therefore, it is important that the consultant remain as distant as possible from the team or organization.

Fourteen (14) process consultants will be selected and provided eight days of intensive training. These individuals will work full-time under an internal development program for one (1) year. Beginning the seventh month of duty, discussions will take place with each consultant concerning future job placement or extension of consultant duty. As a part of every consultant agreement, assurances will be made that they will be given job assignments or something comparable to their consultant detailship. They will initially be trained by Micro Craft, NASA's **MCEP** Consultants, in diversity and multiculturalism (3 days). They will later go through five (5) days of training covering: process and facilitation skills, dialogue, strategic planning, new leadership requirements, and empowerment. The cadre of persons who completed NASA's Multicultural Leadership Program or MCEP Train-The-Trainers Program on September 24, 1994, will serve as the Technical Assistance Group (TAG) for trained consultants. This includes monitoring and providing ongoing support. TAG will be comprised of MCEP Train-The-Trainer graduates, organization development representative, and TQ liaison. Collectively, the initial 14 consultants will constitute the backbone for the delivery of this whole process (dialogue and strategic planning). Their primary role is to ensure **integrity of content and process**. They will provide the mechanism to ensure long-term commitment and maintenance of the process.

These assignments will be viewed and planned as an internal component of the Agency's Professional Development Program (PDP). PDP's will be advertised, and candidates will be able to apply for possible selection by the Human Resource Panel (HRP) in the same way that all PDP's are

selected. Each individual will be assisted in developing and pursuing an Individual Development Plan (IDP) to prepare them for this assignment and to effectively transfer this knowledge and experience to future positions in their career. Based on continual review of the individual IDP's and the ongoing need for consultant service, each process consultant may return to their previous work area in less than a year, at the end of a year, or may continue beyond a year. Each Process Consultant will be detailed to the Office of Human Resources Development. While the Office of Equal Opportunity will have advisory responsibility, the Office of Human Resources and Development will be accountable for consultant performance. The Executive Council will be ultimately accountable.

While existing **TQ coaches** may offer one resource pool for candidate facilitators, it will be necessary to recruit outside of this group. This takes into consideration that new skills and knowledge will be required relative to diversity. The diversity of this consultant group, itself, is also critical.

IV. Metrics (To be developed): Each organization or team will develop its own metrics. At the top hierarchical level (Executive/Quality Council) a separate set of measurements will be required. The dilemma we face is trying to change **attitudes** about **diversity, commitment, ownership, empowerment, and culture**, dimensions of life that cannot be readily captured by quantification. In order to keep measurement in perspective, hopefully what truly matters in our lives is measured through conversation---dialogue with customers, employees, peers, etc. Transformation must take place in the way we think about **Quality of Organization**, how we structure them, design them, and operate them.

First order measurement: Value received by customers. How are we doing with customers (internal and external)? This will require people in the line organization, and also upper management, defining who are their customers and finding ways to measure satisfaction.

At the institutional level, a post-survey measurement will be conducted in 24 months (August 1996) including Focus Groups, to measure the change in employee attitudes (**Quality of Organization**); other metrics will be developed and may include:

- Reduced complaints and litigation costs (**Quality of Systems/Organization**)
- More innovative products and services (**Quality of Products and Services**)
- Success in the marketplace (**Quality of Products and Services**)
- More innovative Processes (**Quality of Information and Systems**)
- Greater Workforce Diversity

-- Race & Gender as primary measures for addressing conspicuous absences or manifest imbalances in job grade and level
(Quality of Organization)

NASA LEWIS RESEARCH CENTER POLICY

WORKFORCE DIVERSITY

Effective Date: July 28, 1994

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Policy

Lewis Research Center is committed to people and to fair employment practices. In addition, our potential for solving technical and organizational problems is increased when individual talents are recognized and developed. We believe that an organizational culture that values and seeks the individual differences found among our employees is the foundation of our success. Furthermore, we believe that having a model workplace with a diverse workforce just makes good business sense. As a Federal government agency, we represent the interests of the entire American public. It is to our advantage to have as broad a constituency as possible to engender public support for the missions of the Agency and the Center.

The Center also benefits from the innovation that results when people work together who have different experiences and perspectives. In this way, a well-managed, diverse workforce expands our base of knowledge, skills and understanding. It also helps us to be more responsive to our customers, both internally and externally. Our employees and customers represent different age, religious, racial, and cultural groups, genders, and some may be physically challenged. We believe that these differences can enhance the quality of our work interactions, the quality of products and services we provide, the quality of information and the quality of people systems or processes. We believe our diverse work force helps Lewis realize its full potential. Such diversity is inextricably interwoven with a total quality environment.

Lewis continues to be committed to Affirmative Action and will continue to identify and attract a workforce of the best talent available. In addition, this policy supports employee development and the balance between work and family.

To enhance existing efforts, we will develop and implement, to the fullest extent, practical programs and resources, depending on local needs, which will support a) the understanding, valuing and effective management of differences, b) the opportunity for each employee to achieve his or her potential, and c) employees' efforts to balance work and family responsibilities.

We believe that it is the responsibility of every employee to strengthen and support, in actual practice, the principles to which we ascribe. Our ability to use our diversity to realize our full potential will be an important factor in achieving future success as we move into the next century.

Executive Council
ORIGINAL SIGNED 7/28/94

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GRC (formerly LeRC) IMPLEMENTATION STRATEGY AND TIMELINE

1994 1995

1996

N D J F M A M J J A S O N D J F M A M J J A S

STRATEGIC PLANNING

Distribution of Vision, Mission, Strategic Goals, and Key Values	0
Distribution of Diversity Policy	0

PROCESS CONSULTANTS

Identification and Selection	o	o
Dialogue/Training Design & Dev. (T-1)		o
Conduct (T-1)		o
MCEP Training		o

NEW LEADERSHIP DEVELOPMENT

Dialogue: Module 1 (Center Director/EC)	o
Directorate Orientation	o
Dialogue: Module 2 (Div. Chiefs)	o
Dialogue: Module 3 (Br. Chiefs)	o

EMPOWERMENT/ACCOUNTABILITY

Dialogue: Module 4 (Employees) 0-----0

Continuous Improvement Processes 0-----0

ADMINISTER POST-DIVERSITY

